



U.S. DEPARTMENT OF COMMERCE
MANUAL OF SECURITY
POLICIES AND PROCEDURES

Chapter 36 - Guard Services

3601 Determining The Need

A. Introduction. The security guard force can be the cornerstone of an effective physical security program. The effectiveness of an integrated security system of locks, barriers, lighting, cameras, intrusion detection systems, and access control systems, while critical to the success of a security posture, ultimately depend on the response by a skilled security guard force that provides the continuous state of order in the security profile. Guard service can be provided by the Federal Protective Services (FPS), a private company under contract to the Office of Homeland Security or the Department, or employees of an operating unit.

B. Criteria for Determining Need. Guard services are recommended for, but are not limited to, the circumstances listed below.

1. The mission of the facility is particularly critical (e.g., a major computer facility or sensitive satellite tracking station).
2. A high level of sensitive information is processed or stored at the facility (e.g., national security information or sensitive technology or economic data is processed).
3. An in-house response capability is needed (e.g., the facility contains alarmed vaults or other sensitive operations, and off-site guards or police are not close enough for quick response).
4. The facility is vulnerable to theft or damage (e.g., a major warehouse facility or office located in a high crime area).
5. Pedestrian or automobile traffic is heavy or congested and requires special controls.
6. The facility is determined to be a Level IV or V Security Facility according to the Department of Justice's, *Vulnerability Assessment for Federal Facilities*.

C. Cost Factors.

1. As with any expenditure of funds for security, the annual cost of guard services normally should not exceed the monetary value of the protected items. For example, a \$20,000 per year guard post normally would not be justified to protect \$10,000 worth of furniture or to prevent the theft of \$2,000 computers. High-value items in large quantities could clearly justify the expense of a guard force.



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2. A substantial expense for guard services may be required for crowd or traffic control, for safeguarding highly classified or sensitive information, or for protecting materials or functions that have high intrinsic rather than monetary value. This is especially true when applied to the safety of employees. A guard post at the entrance to a facility may yield substantial benefits in terms of improved safety, employee morale, increased productivity, and a better image of the Department.

3602 Typical Guard Duties

Once a decision has been made to utilize a guard force, some of the duties more commonly performed are indicated below.

- **Entrance Control.** Operate and enforce a system of access controls, including inspection of ID forms and packages.
- **Roving Patrol.** Patrol routes or designated areas, such as perimeters, buildings, vaults, and public areas.
- **Traffic Control.** Direct traffic (vehicular and pedestrian), control parking, check permits, and issue citations.
- **Firearms.** Carry firearms as specified and directed in the statement of work for the guard contract.
- **Key Control.** Receive, issue, and account for certain keys to the facility, its internal and external areas.
- **Security and Fire Systems.** Monitor, operate, and respond to intrusion and fire alarm systems or protective devices.
- **Utility Systems.** Monitor, record data, or perform minor operations for building utility systems.
- **Facility Rules and Regulations.** Monitor compliance with, and enforce, posted applicable rules and regulations.
- **Lost and Found.** Receive, store, and maintain accountability for found items.



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- **Law and Order.** Enforce local criminal statutes within the jurisdiction designated by the commissioning authority when specified in the statement of work for the guard contract.
- **Hazardous Conditions.** Report all potentially hazardous conditions in accordance with the requirements of the statement of work for the guard contract.
- **Response to Emergencies.** Respond to emergencies, summon assistance, obtain professional assistance in accordance with procedures in the event of injury or illness to anyone on the protected premises, and assist public safety personnel in case of any emergency such as fire, bomb threat, assault, or civil disturbance.
- **Flying of the Flag.** Monitor flying and replacement of the United States Flag.
- **Reports and Records.** Prepare reports on accidents, fires, thefts, and other building incidents.

3603 Personnel Requirements

A. Manpower. The facility manager, in consultation with the servicing security officer, determines the number of guard posts and hours for each post at a facility. The decision should be based on a comprehensive physical security survey such as described in Chapter 31, Physical Security Planning. The local crime rate, number of entrances, alarm systems to respond to, and other unique factors will determine the number of guard posts and hours of coverage for each facility. For departmental facilities that utilize contract guards, the bidding contractor will be responsible for calculating the total number of guards required, taking into consideration the number and duration of shifts, relief requirements, sick leave, and other administrative factors.

B. Armed Guards.

1. Guards should be armed only when there are compelling reasons. If guards are armed for a deterrent effect, i.e., to prevent crime or other unauthorized activity, responsible officials must weigh the advantages against disadvantages such as the danger to innocent personnel if a firearm is used by a guard, the possibility of an accidental discharge and the possibility, no matter how remote, of irrational behavior on the part of a guard in a weak moment or under pressure.
2. The facility manager, in consultation with the servicing security officer and in accordance with the guidelines in the Security Manual, shall determine where and under what circumstance proprietary or contract guards will be armed.



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3. When making a decision to arm guards at a facility, the facility manager and the servicing security officer should review the factors noted below. If the guard force is contracted, the contracting officer should include requirements in the contract statement of work that will task the contractor with providing properly selected and trained personnel and maintaining appropriate performance and conduct standards based on these factors.

- a. Comprehensive firearms training, including judgment shooting and firearms safety;
- b. Knowledge of criminal law, proper use of force, and lethal force response procedures;
- c. Judgment and emotional stability;
- d. Experience and demonstrated ability to retain composure under pressure; and
- e. A personal history free of arrests or other criminal activity.

4. The facility manager and servicing security officer are responsible for reporting immediately to the Office of Security any information regarding the behavior or actions of any armed guard which might raise a question of the guard's compliance with the above factors. For contract guards, such information will be forwarded through the Contracting Officer's Technical Representative (COTR) to the servicing security officer.

5. Security background investigative processing is required for all armed guards in the Department of Commerce. A reinvestigation will be required every five years for personnel serving as employee police officers. See Appendices C and D of the Security Manual for processing requirements.

- a. The positions for employees in the Department required to carry firearms in the line of duty as an armed guard or a police officer will be designated High Risk and will be processed in accordance with Chapter 10, Position Sensitivity Designation. Positions for employee armed guards or police officers that require access to material classified Secret or above will be designated Critical-Sensitive. In addition, employees serving as armed guards or police officers will be subject to a Personal Subject Interview by the servicing security officer.
- b. The Contracting Officer and COTR must ensure that the requirements for the investigations and reinvestigations of contract guards required to carry firearms and weapons are specified in the contract.



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6. Personnel serving as an armed guard, a police officer, or a contract guard in the Department may carry firearms and/or weapons in the line of duty. Departmental personnel, whether they are employees or contract guards, shall carry appropriate certifications of firearms training and authority at all times while armed.

- a. Departmental employees serving in armed guard or police officer positions will carry the appropriate Special Police identification and certification when carrying firearms.
- b. Contract guards who are authorized, processed, trained, and certified in accordance with GSA regulations shall carry appropriate GSA identification and certification when armed.

7. An officially issued firearm will be retrieved from an individual when that individual demonstrates or is suspected of apparent mental or behavioral disorders, spousal abuse, criminal activity, drug abuse, or any behavior or activity, which may, by virtue of his or her authority to carry a firearm, present an unacceptable risk or hazard to innocent parties.

- a. The Director for Security and Deputy Director for Security are authorized and responsible to retrieve an officially issued firearm and credential from any Federal employee serving as an armed guard or a police officer in situations noted above.
- b. The retrieval of firearms for contract guards will be governed by the Statement of Work in the contract for a particular facility. The COTR will monitor the process for retrieval of firearms from contract guards in conjunction with the contract supervisor. The operating unit's contracting officer shall be notified when such action is required.

3604 Supervision

A. Supervision is key to effective guard force operations whether proprietary or contract. All guard contract statements of work should specify qualifications of suitability, experience, training, and certifications to ensure the selection and assignment of suitable supervisory personnel.

B. When there will be three or more duty posts, an on-site supervisor shall be required. When there will be fewer than three duty posts, alternative means of supervision such as a roving supervisor covering more than one site may be considered. Regardless of the means selected, supervisory personnel shall physically visit each post at least once in each four-hour period.

3605 Jurisdiction

A. Background. Jurisdiction is defined, for law enforcement and protection purposes, as the legislated authority or delegation of legal authority in a defined territory, to perform law



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enforcement functions such as investigating criminal acts, making arrests, and prosecuting individuals for criminal violations. Jurisdiction confers legal power and all such power not delegated to the United States by the U.S. Constitution rests with the states. The states, in turn, may delegate such power to counties and municipalities.

1. **Exclusive Jurisdiction.** Exclusive jurisdiction is power reserved to one agency for the exclusive enforcement of specific laws in a defined territory. Where the Federal Government has acquired all of the authority of the state and the state has not reserved any of that authority, the Federal Government has exclusive jurisdiction. This power is usually confined to military reservations, airports, and other exclusively Federal or state installations and is not applicable to any departmentally owned or leased spaces.

2. **Concurrent Jurisdiction.**

a. Two or more entities sharing powers of enforcement have concurrent jurisdiction, such as when a state or local government has delegated authorities to the Federal Government but has retained the right to exercise any of those authorities itself. Most Department of Commerce facilities, whether owned or leased, fall into this category. In the Herbert C. Hoover Building, for example, authority is shared by the General Services Administration (GSA), which represents the Federal Government, and the Metropolitan Police Department, which represents the municipality of the District of Columbia. Another example is the United States Patent and Trademark Office (USPTO) in Arlington, Virginia, where Arlington County, with authority delegated by the State of Virginia, represents the county and GSA represents the Federal Government. There are also a limited number of jurisdictions where three agencies, usually county, city and Federal, have concurrent jurisdiction.

b. In concurrent jurisdictions, governmental units usually execute a written agreement, such as a Memorandum of Understanding (MOU), to define the powers that will be shared. For example, the agency with primary (or original) authority, e.g., a county or a state, usually reserves the right to investigate and prosecute major crimes such as murder and rape. This power is often delegated to the municipal level. Lesser crimes and crimes pertaining to Federal personnel and property such as assault and theft of Federal Government property are usually investigated by GSA's Federal Protective Service.

B. Delegations of GSA Authority. In facilities where GSA has delegated its authority to the occupant agency, it may also delegate most or all of its enforcement powers. In many cases (such as at the Herbert C. Hoover Building), GSA may reserve certain of its investigative and prosecuting powers. When jurisdiction is delegated to an agency by the GSA, an agreement must be negotiated with the local police to provide law enforcement responses or to continue certain necessary



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practices. For example, due to strict gun laws in the District of Columbia, GSA has obtained permission for Federal Protective Service (FPS) and contract guards to carry firearms between Federal facilities. An agency accepting GSA's delegation of authority would have to negotiate a similar agreement with the District of Columbia Government. Representatives of the FPS, local police, and the Department of Commerce must sign agreements of this type. Guidance and assistance for initiating a jurisdictional agreement may be obtained from the Office of Security. See also paragraph 3607B, Facilities with GSA Delegations of Authority.

C. Special Police Commissions. Members of a guard force may be granted a "Special Police" commission in some jurisdictions by state or local police. This commission allows the guard to exercise certain law enforcement authorities that are specified in the commission. If special police officers (SPO) are employed by a proprietary guard force, they must be specifically assigned the authorities stipulated by the commission and be trained and certified in accordance with the requirements of the commission. If special police officers are required as part of a contract guard force, the contract statement of work must stipulate that need, must assign liability for the exercise of police powers by guards under the contract, and must require the requisite training and certification. The jurisdiction of the Special Police commission is generally limited to the referenced facility.

3606 Federal Protective Service

A. In many facilities owned, operated, or leased by GSA, the guard force may be provided by the Federal Protective Service (FPS). The FPS is a cadre of trained Federal employees commissioned as special police officers whose authority is confined to Federal installations and the routes between them.

B. FPS officials will work with security officials representing the prime tenant (agency having the greatest number of employees in a building or facility) to accommodate the security needs of the tenants.

C. FPS has developed a formula to determine the extent of guard services required for a given building or facility, based on a number of factors including building size and population, sensitivity of operations, and crime rate in the building and the surrounding area. The Department of Commerce pays GSA for the determined amount of protective services as a percentage of the STAR Rent Billing (System for Tracking and Administering Real Property, formerly Standard Level User Charge, or SLUC) for the facility. In other words, the Department pays GSA a certain cost per year, per square foot of usable space, for basic protective services. The cost for additional protective services must be borne by the operating unit requesting the service.



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D. In recent years, the basic FPS concept of protection has evolved from the guard on a fixed post to a response-mode using mobile patrols. As a result, GSA-owned or operated buildings normally are not assigned guard posts at entry doors. Rather, they would likely have guards on roving patrols in the building and also would utilize mobile FPS patrols for response to incidents, at least in the twelve major cities with an FPS presence. Security contacts attempting to negotiate protective assistance agreements in small cities and towns should contact their servicing security officer for additional guidance.

E. If an operating unit requires additional FPS Officers on fixed or mobile posts (e.g., in a lobby to control access or in a parking garage to control traffic), it may request such additional services from GSA on a reimbursable basis.

3607 Responsibility By Facility Type

A. GSA-Owned or Operated Facilities.

1. In some facilities owned, operated or leased by GSA, FPS officials may have decided to contract for guard services. In such cases, a contracting officer of the appropriate GSA region will procure and maintain guard services for each facility. A Contracting Officer's Technical Representative (COTR) will normally manage the contract. The COTR is usually a GSA official with physical security expertise who maintains contact with the prime tenant's security officials to determine their needs and who monitor the execution of the terms of the contract for the contracting officer.
2. In many larger facilities, a representative of the prime tenant agency, an Agency Technical Representative (ATR) may work directly with GSA's contracting officer and COTR to develop the contract, write post orders, and monitor performance of the contract.
3. GSA contracting officials are responsible for security and suitability processing, as well as for training and certification. It is advantageous for the ATR to work closely with FPS officials to provide input as necessary and to monitor the required processing.

B. Facilities with GSA Delegations of Authority.

1. In facilities where GSA has delegated protection authority to the agency or prime tenant, virtually all protection responsibilities are transferred to the agency, including procurement and management of guard contracts.
2. Usually, GSA will retain responsibility for physical security surveys, mobile patrols, monitoring of alarms, response to incidents, requests for criminal investigations, and fire and



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facility safety and health inspections. GSA will provide such services at no charge to the agency beyond the protection portion of the rent.

3. Under the delegation, the accepting agency is usually responsible for providing the following services formerly administered by GSA.

a. **Contracting for Guard Services.** This is the responsibility of the facility manager, in consultation with the servicing security officer, who should work in concert with the appropriate contracting officials. The Office of Security will conduct the necessary suitability processing in accordance with the Chapter 10, Position Sensitivity, and Chapter 11, Investigative Processing.

b. **Security Clearances.** If the security guards require a security clearance, the operating unit must follow procedures detailed in the National Industrial Security Program Operating Manual (NISPOM), Chapter 43, Industrial Security, and Chapter 12, Eligibility for Access to Classified National Security Information.

c. **Crime Prevention Assessments and Presentations.** The operating unit may elect to have the servicing security officer conduct these services or to contract with local security firms or law enforcement agencies.

d. **Maintenance of, and Response to, Security Systems in Place.** Local contractors are generally available to perform such maintenance and response, or GSA may be able to provide such services on a reimbursable basis in metropolitan areas.

e. **Reporting of all Serious Criminal Incidents.** All serious criminal incidents (such as murder or high-value theft) must be reported immediately through their servicing security officer to the Office of Security. Additionally, GSA requires that all such incidents be reported to the appropriate FPS office with jurisdiction over the Federal building.

4. Department of Commerce facilities that have accepted GSA delegations have the option of reimbursing GSA for some or all of the referenced protective services.

C. Facilities with Proprietary Guard Forces.

1. **Introduction.** A proprietary guard force consists of employees of an agency or tenant organization who have been hired exclusively for the protection of the assets and personnel of that organization.



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2. **Advantages:**

- Loyalty to the organization.
- Greater incentive or motivation to perform due to usually greater compensation, benefits, and promotion potential.
- Lower turnover.
- Greater control over performance, supervision, training, staff selection, and communications.
- Higher morale resulting from more effective input to employee career tracks.
- Better law enforcement liaison.

3. **Disadvantages:**

- Higher salary, equipment, and overhead costs.
- The need for position slots.
- Additional logistics and salary ramifications of union affiliation.
- Recruiting problems (time lags and decreased flexibility in filling vacancies).
- The need for additional management resources to run the program.
- The possible need for Special Police commissions.

4. **Processing Requirements for Proprietary Guards.**

- a. Position sensitivity and suitability requirements can be found in Chapter 10, Position Sensitivity, of this manual.
- b. Security clearance investigative requirements are specified in Chapter 11, Investigative Processing, of this manual.
- c. Paragraph 3603, Personnel Requirements, describes the process for establishing armed guard posts at departmental facilities.



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3608 Contracting for Guard Service

After deciding to contract for guard services and determining the nature and extent of the required guard services, the COTR (usually the servicing security officer) develops a statement of work that describes the contract effort required. The work statement will usually contain the elements listed below.

A. Scope of Work. A general description of the contract (e.g., guard services, the premises, and the management and equipment required).

B. Contract Effort Required. A detailed description of productive man-hours and supervisory man-hours.

C. Services Required. Basic duties of guards, by post, and work scheduling procedures (i.e., nature of coverage and duration of shift and relief assignments).

D. Supervision. Duties of contract manager, on-site supervisor, and key contractor personnel.

E. Authority and Jurisdiction. Permits and licenses required, weapons permits, and bonding.

F. Liability. The contractor is fully liable for the conduct of his employees.

G. Regulations and Procedures. GSA and agency procedures for protection, including the following documentation.

1. Officer's Duty Books.
2. Rules and Regulations Governing Conduct on Federal Property (41 CFR Part 101-20.3).
3. Federal Protective Service Uniformed Force Operations Handbook (PAS P 5930.17), U.S. General Services Administration, July 1, 1997.

H. Supplies, Materials and Equipment.

1. Inventory of material furnished by the Federal Government, such as electrical and mechanical equipment, furniture, safes and weapons cabinets, telephones, typewriters, and books and supplies.



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2. Rules for property accountability, instructions for use of property, and requirements for safeguarding supplies, materials, and equipment.

I. Items Furnished by the Contractor.

1. Uniforms, insignia, and accessories.
2. Equipment, including flashlights, batons, belts, whistles, notebooks, and safety apparel.
3. Radios, including frequencies, permits and licenses, base stations, and detailed performance specifications for the site.
4. Firearms, including permits and licenses, holsters and ammunition, issuance and control procedures and records, storage cabinets, loading and unloading instructions and safety procedures, and training and certification requirements.

J. Qualifications of Personnel. Desirable qualities in guards are developed through training and become instinctive through experience. The basic qualifications are to comprehend and comply with written and oral instructions. A guard should be at least 21 years old, have at least a high school diploma or equivalent and have two years experience demonstrating the following characteristics.

1. Mature judgment.
2. Reliability and dependability.
3. Tactfulness and self control.
4. Ability to observe, recall, and report.
5. Ability to retain composure and perform under pressure, and to know when to call for assistance.
6. Ability to meet and deal effectively with the general public and with visiting dignitaries.
7. Ability to give instructions clearly and concisely, firmly but diplomatically.
8. Good general health and physical fitness.
9. Contractors should be required to certify that their guards have:
 - a. No physical defects that would hamper the performance of assigned duties;



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- b. Freedom from serious illness or communicable disease;
- c. Binocular vision, correctable to 20/20;
- d. Hearing within normal speech range and volume;
- e. Unimpaired use of hands, arms, legs and feet, and ability to run, lift, and climb stairs;
- f. Ability to wear and use all protective equipment; and
- g. Mental alertness and emotional stability.

K. Suitability Requirements.

1. The contract should contain suitability standards and instructions regarding forms to be submitted and procedures for processing and determining suitability for employment.
 - a. For contracts where no security clearance is required, position sensitivity and suitability requirements are covered in Chapter 10 and 11 of this manual.
 - b. If a security clearance is required, the investigative processing is described in the NISPOM guidance and Chapter 12, Access to National Security Information, and Chapter 11, Investigative Processing.
2. Determinations of fitness or suitability for purposes of performing the duties of the contract are generally decided by the contracting officer or COTR, and should be based on the following criteria.
 - a. Violations of rules and regulations.
 - b. Neglect of duty.
 - c. Disorderly conduct.
 - d. Theft, vandalism, immoral conduct, or criminal activity.
 - e. Sale, consumption, possession, or being under the influence of drugs or intoxicants.
 - f. Improper use of authority or Federal Government property.



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- g. Weapons or safety violations.
- h. Recurring tardiness or attendance problems.
- i. Failure to report or take proper action on security problems.

L. Armed Guards. See paragraph 3603 B, Armed Guards, regarding the responsibilities of officials who plan to establish armed guard posts at their facilities. Special departmental investigative processing is required for armed guards and employee police officers, and certain other precautionary measures must be taken by selecting facility and security officials to reduce the possibilities of mishaps involving firearms. See also Appendix T, Firearms/Weapons/Use of Force Policy, regarding departmental firearms policy and investigative processing.

M. Access to Classified Information.

1. Determining the Need for a Security Clearance.

- a. If a contract guard is expected to handle or otherwise have direct access to classified information or equipment, especially if such access is expected to be recurring, the position will require a security clearance at the appropriate level as prescribed in paragraph 3608 M.3, below. There is no waiver from this requirement.
- b. If a guard does not normally require access to classified information, but is incidentally exposed to classified information such as during the discovery of an occasional security violation, then no security clearance is required. The guard will be debriefed by the servicing security officer if they encounter classified information.

2. Level of Clearance. The level of clearance is determined by the highest classification of material handled or routinely accessed by the guard.

3. Obtaining Security Clearances. If a guard force requires access to classified information, the contract must then include a completed Form DD-254, Contract Security Classification Specification. The facility manager coordinating the guard force contract should check with the servicing security officer and procurement officials regarding completion of this form. The contract must stipulate the same security processing requirements for any subcontracts.

4. Handling Classified Information. The contract should specify the following elements.

- a. Required security clearances and level of access required.



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b. Whether the contractor will require a Facility Clearance under the National Industrial Security Program regulations, and at what level of access.

c. Applicable requirements for safeguarding classified information. A reference to Chapter 17, Safeguarding National Security Information, of this manual will satisfy this requirement. A copy of this manual should be included in the documentation provided to the contractor.

d. The guard force responsible for safeguarding a departmental office, facility, or operation shall comply with all pertinent Federal and departmental regulations.

N. Plainclothes Guard Services. Facility managers and servicing security officers may determine that certain controls are required for a facility, but that a uniformed guard presence projects a more forceful image than desired. Most contractors can provide trained security personnel in civilian clothes, usually slacks and a blazer, to perform access control and reception services. This can be accomplished by adding a requirement to the contract for the services of plainclothes security guards. Most jurisdictions do not allow the use of armed plainclothes security guards.

O. Supervisory Requirements. Supervisors must be individuals of unquestioned integrity who have demonstrated exceptional qualities of maturity and judgment with at least two years of field experience. See paragraph 3604, Supervision.

P. Training Requirements. The contract should specify, in detail, training to be provided by the contractor, to include the following items.

1. General duties, such as conduct, appearance, use of radios and equipment, first aid, and emergency duties.
2. Physical protection, such as crime prevention, patrol techniques, and responses to alarms.
3. Enforcement, such as laws and regulations, search and arrest techniques, and preservation of evidence.
4. Special problems, such as bomb threats and searches, hostage situations, or civil disturbances.
5. Crimes, including criminal and civil law, burglary, robbery, arson, and responses to crimes in progress.
6. Firearms, including safety, policy, and procedure for use of lethal force, judgment shooting, and a detailed specification of the qualifications standards to be met. See Appendix T,



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Firearms/Weapons/Use of Force Policy. The contractor is responsible for obtaining all required training and certifications.

7. Special training for supervisors, as necessary, based on unique requirements.

8. Special requirements of the agency or facility, such as operation of access control systems, special response procedures for sensitive areas, emergency evacuation plan, agency and security chain of command, and dignitary protection may be required.

Q. Reporting Work. The contract should specify in detail the procedures for recording and verifying the contractor's hours of work and a schedule of penalties or deductions for failure to properly perform the required work.

R. Appendices to the Contract. Appendices to the contract should include the information listed below.

1. A summary of building or facility data, vehicle and equipment requirements, suitability and security determinations, provisions for facility inspection, and a summary of productive and supervisory hours. A second appendix, in the form of a matrix summarizing post hours by day, week, and month, is also helpful.

2. A description of each post, to include:

- a. Location and whether fixed or roving;
- b. Days, hours and shifts of duty, including total weekly hours; and
- c. Requirements for firearms, radios, or other equipment.

3. A summary of Offered Hourly Rates, usually in matrix form with blanks to fill in for each year of the contract (original plus up to four one-year extensions) to permit calculation of costs when the bidder submits productive and supervisory hourly rates.

3609 Guard Force Standard Operating Procedures

A. Security force personnel must know what is expected of them. One of the most important elements in an effective security force is written Standard Operating Procedures. Procedures should be written in clear, simple language and formatted so information is easily accessible and quickly located. Developed by the servicing security officer, the COTR or ATR, or a GSA contracting



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official, procedures should be reviewed by the project manager and/or the site supervisor for suggested revisions based on the local site. The orders should be reviewed and updated annually.

B. Standard Operating Procedures should include general orders, post orders, and special orders.

1. **General Orders.** The policies, procedures, and other basic information that apply to all posts.
2. **Post Orders.** Operational guidelines for specific posts that contain specific instructions for the guards to follow.
3. **Special Orders.** Short term or limited scope instructions that cover special events of a limited duration, unusual, or non-recurring activities.

3610 Guard Force Management

Successful operation of a guard contract requires constant and careful supervision to assure that all aspects of the contract requirements continue to run smoothly. After initial negotiations, the COTR or ATR should perform the services listed below on a continuing basis.

- Maintain liaison with Federal Protective Service officials (e.g., contracting officers and officials of the contract firm, including project managers, and other on-site officials).
- Monitor the performance of the guard force to assure that post assignments are timely and efficiently made; time sheets are kept accurately; property is accounted for; Post Orders are up-to-date, properly distributed and read; and all provisions of the contract are being met.
- Assure that all guards have received basic training, weapons training, any special agency or facility requirements, and are carrying the proper identification and certification of training.
- Monitor the performance of all guards on post, including roving patrols, to ensure compliance with SOPs.
- Assess penalties for non-performance of the statement of work.
- Ensure timely submission of all guard force forms, reports, and other documentation required by FPS and/or the contract.